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Country review report for Brazil*

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* The present report contains a summary of the findings of the review. The full text is available in the language of submission from the Executive Board secretariat.

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Introduction

1. The independent mission to review UNDP activities under the first country cooperation framework (CCF) for Brazil took place from 6-24 November 2000. The mission interviewed some key UNDP development partners, including senior government staff, national project directors and coordinators, the non-governmental organization (NGO) community, donors, and representatives of other United Nations entities, as well as the staff of the country office.

2. The formal country review meeting took place on 22 November 2000, with the participation of the Government, the donor community, UNDP and NGOs. The meeting reviewed all the major findings and recommendations of the review team and endorsed them.

3. The methodology adopted for the review of the Brazil CCF was: (a) a desk review of key project documents, evaluation reports, programme and project reports, and client surveys; (b) in-depth interviews with Brazilian federal, state and municipal officials, as well as staff of semi-autonomous organizations and members of civil society; (c) field visits to programmes underway or recently concluded; (d) detailed discussions with UNDP Brazil staff.

4. The mission selected initiatives from different programme areas, and focused on seven issues: partnerships, capacity development, impact on policy and programmes, results and sustainability, adequacy of monitoring and evaluation instruments, the nature of UNDP contributions and constraints.

5. The mission began with overview briefings by the Government and UNDP, and concluded by sharing findings and recommendations with the Government, UNDP staff and partners. During the course of the review, mission members met and exchange views with over 200 people and visited programmes in five states, three of which are in the poorest region of the country, the North-east.

I. The national context

6. The Government of Brazil is committed to social change. It has publicly set absolute goals for the poorest regions, for example: ensuring that every child goes to school and that child labour is eradicated; safe water supplies for every school; family planning services in every municipality; basic health care for every state. Few other Governments would publicly commit to such goals. The 2000-2003 Multi-Year Plan of the Federal Government addresses these new parameters.[1] Its first two directives address the classic issues of economic stability, job creation and sustained growth. The other four, combating poverty and promoting citizenship as well as social inclusion; consolidating democracy and the defending human rights; reducing interregional disparities; and promoting rights of minorities who are victims of prejudice and discrimination, concentrate on the key objective of incorporating the poor into the development process.

II. The first country cooperation framework

7. The CCF was prepared by the Brazilian Cooperation Agency (ABC) in the Ministry of Foreign Affairs, and covered the period 1997-1999. In line with national priorities, ABC, in coordination with the country office, identified three thematic areas for period of the CCF: (a) social cohesion and reduction of poverty; (b) modernization of socio-economic infrastructures and sustainable development; and (c) governance and establishment of a modern and efficient State. These thematic areas also support essential aspects of the Government's new Multi-Year Plan. The Government saw the UNDP contribution as involving "support to national capacity in policy formulation, implementation and evaluation of critical national programmes".

Recommendations and agreed actions

8. Brazil is a country with a high level of professional capacity and experience within the Government and civil society. Yet capacity within the Government is heavily concentrated at the

[1] The Plan envisages public-private partnership to achieve five major objectives: (a) national axes of integration and development; (b) state management; (c) environment; (d) jobs and income opportunities; and (e) Information and knowledge.

federal level, and there are shortcomings at state and municipal levels. Against this background, the mission found that UNDP was able to make an important contribution, responding both to ongoing priorities such as state reform, as well as to new areas such as decentralization and human development.

III. Programme performance

Findings

9. The mission found that the results achieved go further than the project objectives, and that the programme is spreading well beyond its borders, linking different sectors and reaching new institutions. The mission understood the nature of the gap that exists in the Government's capacity to manage development projects and programmes, and the importance of UNDP support to national development in this area. Indeed, this support makes the difference as to whether a policy can be translated into an operational programme. As the Secretary for Management in the Ministry of Planning explained, "We in Government have good knowledge of the problems and good ideas about how to solve them. The point is, we're weak is managing - in linking the problem with the solution, and building management systems to make the solution happen".

10. The UNDP "Tool Kit" provides, as necessary, support to problem definition, project and programme design, identification of inputs and outputs, acquisition of expertise and equipment, sequencing for effective delivery, monitoring to stay on track, and evaluation. Partners particularly value the speed and quality of service, and the ability of UNDP to build results into programme objectives as well as into monitoring and evaluation. With few exceptions, the capacity to manage development programmes and projects is being internalized effectively. Another key contribution mentioned by partners is the horizontal and multisectoral connections UNDP facilitates between different government departments.

11. Even more significantly, the mission found that in two important areas, human development, and poverty eradication and sustainable livelihoods, the UNDP country office had developed in-house capacity to provide expert inputs to programmes, in the form of tools and methodologies. It found that two programmes were particularly well-targeted and focused, poverty eradication and sustainable livelihoods, and education.

12. The mission reviewed some output indicators in the strategic results framework and found that, overall, most of the goals set had been achieved well within the timeframe. The remainder of the present section reviews the effectiveness of selected initiatives in the four programme categories, as well as in monitoring and evaluation, and coordination.

13. *Comparative advantages of UNDP interventions.* Partners highlighted repeatedly the five reasons why they turn to UNDP, although of course not all are applicable to the entire programme: (a) the speed and quality guaranteed by UNDP support to management of development programmes and projects, and the capacity built as a result; (b) the fact that support cuts across sectors and institutions; (c) the ability to secure quality expert advice and best practice, and sharing of experience; (d) the impartial role that brings together governmental and non-governmental partners, and helps to deal with sensitive issues; and (e) the support given to government negotiations with international financial institutions.

14. In addition, the mission noted two further comparative advantages: (a) a growing ability to transform experience and information into knowledge, providing tools and methodologies that support the Government at critical junctures; and (b) an ability to align behind strategic government objectives and programmes, thereby remaining highly relevant as the country develops.

15. National execution accounts for 99 per cent of the project portfolio, and reinforces national ownership of the programme. As target for resource assignment from the core resources have diminished, from $16.4 million in the previous cycle to an allocation of $3.4 million in the current cycle, cost-sharing resources have grown from $14 million in cost-sharing during the last programme cycle to $1.4 billion in the programme cycle under review. Resources have been allocated as follows: governance 33.81 per cent, local development 19.08

per cent, the environment 22.11 per cent, education 23.90 per cent, and coordination 1.10 per cent. The country office manages an average of 200 projects a year over the course of the cycle.

16. Once Brazil becomes a net contributor country to UNDP in the year 2001, no further target for resource assignment from the core or administrative resources will be made available, and the office will be fully reliant on extrabudgetary resources for both programme and office costs. The ratio of administrative costs to programme delivery is on average 2 per cent. The operational reserve stands at $10 million. The office has used extrabudgetary resources to advocate independent initiatives within the UNDP mandate, and particularly human development.

17. The Office has 65 posts, 9 of which are currently vacant. The Resident Representative, Deputy Resident Representative, and the procurement advisor are the only internationally recruited staff. There are 4 functional units: programme (26 staff members), which includes coordination (3 staff), social (4), government (8), education (4), and environment (7); procurement and information systems (12); operations support (10); and finance (8). The staff of the office in general, and the Resident Representative in particular, have had to cope with the additional workload generated by the fact that the Deputy Resident Representative post has been vacant for over a year.

18. The mission found that management provides an enabling environment for the office, within which people are empowered to make a contribution and are motivated and dedicated to their work. It noted that the office is efficient and effective, and continuously seeks to enhance quality and value for money. Management has correctly identified the high cost of non-value-adding transactions as a serious obstacle to better performance, and is seeking to address this through better information systems.

19. *Poverty eradication.* An innovative methodology to enhance civil society at the municipal level has been pioneered and is now being picked up by major new partners for widespread replication within the North-east and nation-wide. The adoption of poverty eradication as a central development strategy offers new opportunities.

20. *Education.* The mission found that programmes in this area contribute to strategic government needs, with visible impact, and UNDP had quickly aligned itself behind new government policies on funding and decentralization in this sector. Technical cooperation among developing countries is a mark of programmes in this sector.

21. *Gender.* The mission noted that, where programme partners were themselves gender-sensitive, the issue was well reflected in the activities undertaken.

22. *Environment.* As regards biodiversity and climate change projects, conflicting national and international interests make coordination very difficult, and limit the possibility of feeding into policy and programmes. As for the capacity-building projects, the mission believes they could contribute well to policies, and noted the important support of UNDP to cross-cutting and cross-thematic recommendations, and to identification of quality expertise.

Recommendations and agreed actions

23. If staff time is indeed freed through the better application of information systems and the security offered by the operational reserve, staff will need to be guided, supported and monitored in the move towards more strategic areas.

24. In spite of time constraints, ways should be found to pull together lessons learned from programme work, and to transform that information into knowledge that is sought and valued by partners. Although the office invests heavily in programme coordination, ways for more systematic information-sharing and better synergy within and across programmes will avoid missed opportunities, and provide partners with a clear sense of programme strategy.

25. *Policy dialogue and public awareness on sustainable human development.* The substantial policy-making dimensions of this type of work should be highlighted, as well as the need for legislation to sustain results.

26. E-governance is an area of opportunity to make government transparent, effective and accessible. UNDP has a comparative advantage, and is in a position to disseminate the results of

experience, for example, to state reform partners, and to support new programmes.

27. Public security, human rights, and racial equality could provide major new opportunities if advocacy processes are transformed into political will.

28. Work on strengthening civil society participation in public decision-making and implementation should be considered, with a view to improving governance.

29. There is room for greater synergy between the diverse project areas, within a framework that supports learning from experience to create knowledge that can be fed into new programmes and policies.

30. *Education.* The approach to replication and diffusion needs to be systematized. Attention needs to be paid to the high cost of inputs, such as training, and the implications for sustainability. The opportunity should be taken to link these programmes with those in local development. Given the weak functioning of some newly created bodies, such as Fund Councils, there is an opportunity to reinforce these by strengthening the participation of civil society organizations.

31. *Poverty eradication.* There is a need to move beyond enhancing existing skills and resources, to the development of new production and commercial strategies. Areas such as microfinance (microcredit, rural credit cards, or leasing schemes) will require very specific knowledge and tools, and the international experience that UNDP can bring into the country is key to avoiding non-sustainability and dependency.

32. Connecting small-scale rural producers to developed markets, internal and external, is a major challenge. The development of franchise schemes will greatly support the process and reduce the burden on top management, and bring economies of scale to product development and market strategies, transforming primary producers into a collective that masters quality, processing, marketing, and other areas.

33. Capacity-building for entrepreneurship can be enhanced through specialized projects with each agency, for example, with the *Caixa* in areas like auto construction, "productive housing" schemes, all areas where international and national experience can be incorporated.

34. The multiplicity of new actors in this area could lead to duplication, overlap and waste, and careful monitoring is essential to avoid these problems and promote coordination and impact.

35. Packages of tools and methodologies and monitoring systems need to be developed for sound replication and dissemination, and attention paid so that basic principles are not lost en route.

36. *Environment.* There is a role for UNDP, as an impartial actor, to support comprehensive diagnosis and monitoring in the biodiversity and climate change sector, in order to support government and partner abilities to form a better picture of complex and scattered projects.

A. An enabling environment for sustainable human development

Policy dialogue and public awareness

37. The partnership in place since 1996 between the Institute of Applied Economic Research (a semi-autonomous body of the Ministry of Planning), the Fundação João Pinheiro, a state research centre in Minas Gerais, and UNDP Brazil has greatly contributed to an enabling environment for sustainable human development. This partnership produced a national human development report. This was followed by an atlas of human development in Brazil, which disaggregated the HDI and other data to the municipal level, thus giving an operational tool for policy and programme design.[2] The President of the Institute told the mission, "We have more to learn from our successes than from our failures in this relationship". The partners are now experimenting on ways to disaggregate the HDI for major cities (including Rio de Janiero and Recife), which is attracting financial and other support from the mayors concerned, development agencies, and other partners.

[2] The CD-ROM Atlas covers all 4,491 Brazilian municipalities, 27 states, 558 micro-regions, 5 macro-regions, and the country as a whole. Users can create 121,220 maps, 5,081 profiles, 193,078 reports, 159,042 graphics, 6,612 tables, and 32 spreadsheets.

38. The mission recorded repeated evidence of the impact of the exercise on policies at all levels. The Ministry of Finance now includes the HDI as a criterion and uses the atlas in making federal budget allocations. The Ministry of Education is also using the HDI as the basis for its allocations to states. The State of Minas Gerais was the first to change its allocation policies based on HDI data, giving more to municipalities making an effort to invest in social sectors. The State of Rio Grande do Sul made extensive use of the HDI to attract investors, and the State Vice Governor told the press that the level of HDI was one reason why General Motors decided to locate a plant there. Two major Federal Government programmes, both partnered with UNDP, have made strategic use of the HDI. One is the R$11 billion Alvorada programme, designed to allocate resources to municipalities in the 14 states with HDI below 0.5, and expanded to include other pockets of poverty. It targets 57 million people, and supports literacy, schooling, health and employment. The Secretary for Social Assistance explained that, previously, "Research was very dispersed, competitive, and lacking in synergy. Now, all programmes, government and non-governmental, can be directed at improving these indicators, and the indicators will drive what we do".

Capacity of key government institutions

39. UNDP is supporting the creation of a modern public administration that is results-oriented and responsive to citizens. Interventions support macroeconomic stability (as in the case of the fiscal reform project for 20 State Secretariats of Finance), policy advice and proposals for new management models (for example, in support to social security reform and in urban development), and introduction of new skills and technologies (as in the energy, telecommunications, social security and health sectors). UNDP also supports projects relating to regulatory frameworks and institutional strengthening and modernization.

40. The mission also noted that speedy implementation of projects facilitates change. It means that learning can be an ongoing process, allowing executing institutions to redirect or even create new objectives. It strengthens the capacity to translate knowledge into policies at a later stage. Capacities are also enhanced by the UNDP ability to bring different actors together, and to share best practices. For example, in the case of the fiscal reform project in the North-east, the State of Piaui decided to adopt the same methodology and procedures as the ones adopted by Paraiba State, once UNDP had brought them together to share experience.

41. In the southern state of Parana, UNDP helped to set up a unique model for urban development that is producing innovations in state and municipal government. The Urban Development Fund is wholly managed by an independent not-for-profit organization. This is the only case in Brazil where government has successfully contracted out its urban development functions to an independent organization. A sophisticated and computerized system of management by results is being used by some 100 municipalities, and excellent results are being achieved. For example, the repayment rate on the loans made to municipalities is 100 per cent. Eighteen municipal associations have been created to address the acute lack of capacity at municipal level, and to elaborate projects and monitor implementation. A neighbouring state has begun to implement a similar model. These innovations are potential models for other states, and merit consideration for study and diffusion.

42. UNDP is also moving into new areas such as the Government's human rights initiatives. UNDP support in such cases is a means of testing new ideas and of piloting experiences, with a view to possible implementation of government policy on a wider scale. Through the Human Rights Programme, effective partnerships have been established with about 20 NGO-managed community centres, with a total of around 450 NGOs adopting best practices. This, however, is a new and relatively isolated case of civil society involvement in this area.

Coordination with key development partners

43. ABC is the central agency for development cooperation in the country, entrusted with the coordination, negotiation, approval, monitoring and evaluation of both the technical cooperation received by Brazil, and the cooperation that Brazil has with other developing countries. UNDP coordinates its activities very closely with ABC, and has been supporting its process of becoming a strong, independent autonomous agency, as a consequence of the Reform of the State law. It has also supported ABC in setting up its operational

arm, the Project Administration Unit, which is in charge of assisting national executing agencies in the financial and administrative aspects of project implementation.

44. UNDP has extensive operations with both the Inter-American Development Bank (IDB) and the World Bank, which is not only appreciated by Government, but by the Banks themselves, considering the support to speedy and thorough implementation of the projects. Given the magnitude of these operations, UNDP should be positioned as a strong development partner for the international financial institutions. Nevertheless, the IDB perception was that the relationship is largely based on project implementation. There has been little collaboration with the World Bank on the macro-policy level, although there is collaboration through various United Nations system theme groups, particularly in the areas of health and the environment. The World Bank has been involved in some policy coordination efforts in the areas of procurement capacity for lenders, project monitoring and supervision, and evaluation.

45. Bilateral support concentrates on areas with global repercussions, such as the environment and HIV/AIDS, as well as public administration reform. Japan and Germany support overall technical and fiscal areas, followed by France, the United Kingdom, Canada and Italy. Efforts are being made to increase United Nations interagency coordination.

46. With regard to civil society, the significant partnerships are those in the area of the environment, where resources have been mobilized for local level groups and NGOs from sources such as the Global Environment Facility, the Montreal Protocol, the Group of seven industrialized countries' Pilot Programme to conserve the Brazilian Rainforests (PPG7), and the European Community. The state Fiscal Reform Programme, the local development projects, and the production of the human development report have also created and strengthened partnerships with civil society.

Decentralization to the subnational level: education

47. Education currently represents about one quarter of the total portfolio of the UNDP Brazil programme. The projects are focused on the North, North-east and Center-West regions, and, in those areas, focus only on primary and secondary education. There is a close partnership between UNDP and the Ministry of Education, through the National Institute of Educational Research, mainly in the production, dissemination and use of educational statistics. There is also a close partnership with the School Support Programme as well as with the Distance Education Department. It was clear to the mission that the quality, consistency and supportive nature of this relationship with the Government are the basis for the UNDP contribution.

48. Major achievements include: national curriculum parameters for primary education; a national system to evaluate the quality of educational institutions and the performance of students; improved teaching materials; and the overhaul of the Sao Paulo State education system, benefiting 2.7 million students and 54,000 public schoolteachers. A distance training programme is aimed at the 30,000 teachers in the North, North-east and Center-West who do not possess basic educational qualifications. Ongoing programmes are building municipal capacity: in 1997 and 1998, 3,078 people, mainly municipal education secretaries, participated in training events, as did 1,817 members of the National Education Fund Councils. A recent evaluation concluded that the training provided by this UNDP-supported project made a significant contribution to capacity-building.

49. Another major initiative is the *Escola Ativa* project, based on a methodology that originated in Colombia (an exchange of experience facilitated by UNDP). Among other things, this approach transfers school responsibility to students and civil society actors, and transforms the teacher into a facilitator of education closely linked to local realities. The programme has expanded from 44 municipalities, 197 schools, 435 teachers and 6,462 pupils in 1999 to 256 municipalities, 1,498 schools, 2,290 teachers and 60,503 students in 2000. *Escola Ativa* illustrates key elements of the UNDP strategy in Brazil, advocacy and replicability, and highlights the issues and difficulties of replication and diffusion. There is regular exchange with other countries. The *Escola Ativa* methodology is now being implemented in Mozambique, and minimum standards policies and approaches are being disseminated in East Timor.

B. Poverty eradication and sustainable livelihoods

50. Local development and micro-credit are a growing part of this portfolio, and the development of these programmes absorbs much staff time and energy.[3] In the North-east, a just-completed project by the *Banco do Nordeste* (a regional development bank funded by federal resources) and UNDP pioneered a methodology for local development. This builds the capacity of poor communities to organize, identify needs, priorities and opportunities, and gain access to credit to invest in skills and equipment. The work was particularly well-timed, and positioned UNDP to support the government drive for local development.

51. While participatory methodologies are not new, the one developed through the partnership with *Banco do Nordeste* is impressive for its reach, well beyond the towns themselves and into the rural areas, and coverage of actors in different areas. The usefulness of the methodology as a capacity- and consensus-building tool can be seen from the extent to which it is being picked up at the national level, and the interest in the UNDP contribution in this area. The Government and UNDP are currently working on local development initiatives with important new partners, namely the Regional Development Agency for the North-east, and the national state Bank for Economic and Social Development, as well as on micro-credit with the national housing bank, the *Caixa Economica Federal*. Other partners with whom UNDP is working at the national level, such as the Brazilian institution to support services to small- and medium-scale enterprises, and the agricultural reform institute are also partners in these local-level initiatives.

52. The programmes are having an impact on the implementing agencies in a positive way. For example, the Regional Development Agency had been suffering from an institutional crisis, and needed to redefine its mission and role. The local development programme is helping: the initiative to date has trained 1,000 community agents, 15 staff members and 13 consultants over 1,044 hours. The *Banco do Nordeste* had been in a similar position a decade previously; 400 bank staff members now have the capacity to work with poor communities on micro-credit. The bank's portfolio of active loans has multiplied tenfold over the past five years, and repayment rates have greatly improved. Almost half the employees have been transferred to rural areas, and decision-making has been decentralized.

C. Environment

53. There are two main groups within this programme area. The first covers projects related to biodiversity and climate change designed to address specific aspects of the Amazon jungle and the dry land forest. These are initiatives of a more experimental kind, although some policy issues are involved. The other group consists of more conventional projects, dealing with energy, water supply and sanitation, and the regulatory framework.

54. In the first group, there is strong international, particularly bilateral, involvement. A wide range of partners includes G7 countries, led by the Government of Germany, which proposed a pilot project approach in the Amazon. The project, known as PPG7 after its initiators, groups resources from the European Union, the Governments of Canada, Germany, Italy, Japan, Netherlands, the United Kingdom, the United States, and the Brazil within a World Bank trust fund totaling some $350 million.

55. Much of the financial support comes in the form of grants, and, in a sense, these projects represent the concern of the international community for the future of these important ecosystems. Indeed, the initiatives balance global desire to understand and preserve these ecosystems with the Brazilian Government's interest to contain the question of "internationalization" of those resources. These dual aims, coupled with the scattered nature of the projects, generate many conflict areas, and make coordination difficult.

56. Another challenge for coordination is the number of executing and implementing agents. In the field, there is a large and complex network of partnerships, with some 600 organizations, including private sector groups, NGOs, and municipal and state actors. Nevertheless, it is important to understand the unique nature of this endeavor in this

[3] Now that education is managed by a separate unit, the bulk of the social unit's portfolio deals with the area of health, and involves support to government project management capacity.

new area: (a) biodiversity is, by its very nature, diverse, requiring a complex set of different initiatives; (b) a state-of-the-art basis in most areas is still undeveloped, thus forcing many projects to focus on basic research rather than operational activities; and (c) many of the relationships within the ecosystems are still unknown, thus making it hard to develop coherent programmes.

57. Different capacity-building activities are underway within these scattered initiatives. They range from building the capacity of indigenous communities, to institutjonal capacity to negotiate national policies with the National Parliament. At the institutional level, the Ministry of Environment is improving policy and coordination capabilities for future actions.

58. The impact on policies and programmes varies, but it is still low for most of the research and experimental pilot projects. Results from these projects, which are very expensive, are still preliminary. The issue of developing social, political or economic policies to protect the ecosystems that the Government considers a national responsibility are just starting to be addressed.

59. The second group of environmental projects, as noted above, consists of more conventional development projects funded by both government and multilateral credit resources. They include regulatory frameworks for water and sanitation in several states, and capacity-building in 20 states to manage natural resources, monitor contamination, conserve energy, and phase out the use of ozone-depleting substances. In each case, capacity has been built, and good partnerships have been developed among the actors.

60. The projects within this group aim to develop and implement a policy or a cluster of closely related policies, whether in air pollution, energy conservation or other areas. However, attempts to negotiate standards are occasionally constrained by the need to work with vested interests, which leads to complex negotiations that can sometimes modify the projects at an advanced stage. In these projects, UNDP support to project management capacity is considered essential, and partners also recognize an important cross-cutting coordination role, as well as support to identifying quality consultants and potential international partners.

D. Gender

61. During its visits and meetings, the mission found a striking number of women in public office and civil society positions. Within the UNDP office, too, women were strongly represented at all levels. UNDP has worked with other multilateral partners to support capacity-building projects for women, particularly women standing for elections in town councils. This initiative has been evaluated, and received positive reports. UNDP has also participated in inter-agency initiatives, such as the follow-up to the Fourth World Conference on Women, and ending violence against women. In some cases, the results of UNDP projects are reported with breakdowns for male and female beneficiaries and participants.

IV. UNDP support to the United Nations

Findings

62. The size and complexity of Brazil are a challenge for effective development coordination, particularly ways to leverage social impact, sustain a long-term vision, and make an effective contribution. Nevertheless, while programme integration is difficult, policy and programme coordination are not, and the United Nations system has decided to harmonize its programming cycles in Brazil in 2002. The Common Country Assessment has already been produced, and the United Nations Development Assistance Framework exercise is planned to take place early in 2001.

63. This process has helped to identify possible areas of inter-agency collaboration, and could facilitate an integrated, strategic approach and the development of stronger working links between the agencies. Already, for example, the United Nations Children's Fund has made an effort to integrate its Child Development Index within the framework of the HDI, to facilitate future monitoring of programmes and of the country's situation.

64. UNDP accounts for the bulk of technical assistance projects of the Government, while other United Nations agencies offer answers to specific development problems. Full implementation of

national execution has had an impact on the participation of other United Nations agencies in the country. The country office provides support to those agencies that are not resident, including logistical support for missions, briefs on country situation, and in other areas. Some minor problems, relating to slow response and support costs, have been encountered with the United Nations Office for Project Services in implementation of Montreal Protocol projects.

Recommendations and agreed actions

65. The United Nations has played an important role in involving civil society and private institutions in the follow-up to the recommendations of the international conferences of the 1990s. UNDP has made core resources available to support the review of the country's implementation of the recommendations of the World Summit on Social Development and the Fourth World Conference on Women. Direct support has often been provided for studies, evaluations, and dissemination of status reports on conference follow up, measurement of progress, and analysis of benchmarks.

66. Although systematic and regular meetings of the United Nations Country Team take place, there are plans for improvement. More systematic information-sharing between United Nations system staff at all levels is taking place through thematic groups on areas such as HIV/AIDS, gender, environment and health. Successful examples of United Nations system collaboration are the campaigns against HIV/AIDS as well as intra-family violence. Many United Nations agencies (the United Nations Educational, Scientific and Cultural Organization, the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations and UNDP) are involved in the *Comunidade Solidaria* Programme.

67. Assessments have been made on the cost-benefit of sharing premises and common services. There is an initial agreement to move towards a system of common procurement for supplies and equipment, and there are plans to share in a common satellite in order to improve communications.

Annex

Financial summary

Country: Brazil
CCF period: 1997-2001
Period covered by the country review: 1997-2001

	Amount assigned for the full period of the CCF[a]	*Amount actually made available for the period under review*	*Estimated expenditure for the period under review*
Regular resources	(Thousands of US dollars)		
Estimated IPF carry-over	(209)	(209)	
TRAC 1.1.1 and TRAC 1.1.2 (61.5 % of TRAC 1.1.1)	3 918	3 918	3 447
Other resources	20	675	675
SPPD/STS	199	421	188
Subtotal	**3 928**	**4 805**	**4 310**
	Amount targeted for the full period of the CCF[b]	*Amount actually mobilized for the period under review*	*Estimated expenditure for the period under review*
Other resources	(Thousands of US dollars)		
Government cost-sharing	925 000	1 413 434	612 664
Third-party cost-sharing		2 417	2 417
Sustainable development funds			
Of which:			
GEF	23 959	8 075	8 009
Montreal Protocol	21 739	19 884	21 382
Funds, trust funds and others			
Of which:			
EEC	3 000	123	123
UNIFEM	1 600	600	600
UNDCP	-	32 474	32 474
Subtotal	**975 298**	**1 477 007**	**677 669**
Grand total	**979 226**	**1 481 812**	**681 979**

[a] Prorated for the period under review.
[b] Prorated for the period under review.

Abbreviations: EEC = European Economic Community; GEF = Global Environment Facility; IPF = indicative planning figure; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core; UNDCP = United Nations International Drug Control Programme; UNIFEM = United Nations Development Fund for Women.